

## EAST Search History

Ref #	Hits	Search Query	DBs	Default Operator	Plurals	Time Stamp
L1	26	(US-20020045154-\$ or US-20040219493-\$ or US-20020055867-\$ or US-20070033084-\$ or US-20060263753-\$ or US-20050111704-\$ or US-20030014342-\$ or US-20030004967-\$ or US-20030004847-\$ or US-20030004790-\$ or US-20030004789-\$ or US-20030004783-\$ or US-20030004736-\$).did. or (US-6341267-\$ or US-6159015-\$ or US-6767213-\$ or US-6007340-\$ or US-6289340-\$ or US-5743742-\$ or US-4671772-\$ or US-7181413-\$ or US-7043443-\$ or US-5795155-\$). did. or (US-6341267-\$ or JP-2003067559-\$ or US-6007340-\$).did.	US-PGPUB; USPAT; DERWENT	OR	ON	2007/04/18 21:47
S1	11	("20010031457" "20020045154" "20020106617" "20040053203" "5326270" "5980429" "6030226" "6159015" "6311164" "6341267" "6375470").PN.	US-PGPUB; USPAT	OR	ON	2007/04/17 18:29
S2	0	"poppleton allen sales aptitude test"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:30
S3	0	"poppleton-allen sales aptitude test"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:30
S4	0	poppleton with allen with sales with aptitude with test	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:31

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S5	8	"work profile questionnaire"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:52
S6	2	poppleton with allen	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:33
S7	0	(poppleton same allen) and sales	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:47
S8	5	"personal competency inventory"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:48
S9	1	"manchester personality questionnaire"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:49
S10	1	manchester with personality with questionnaire	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:49
S11	4	manchester with personality	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:50

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S12	1	manchester with questionnaire	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:50
S13	1	"watson-glaser critical thinking appraisal"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:52
S14	1	"watson glaser critical thinking appraisal"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:53
S15	1	watson with glaser with appraisal	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:53
S16	1	watson with glaser with critical adj thinking	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:53
S17	1	critical with thinking with appraisal	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:54
S18	1	critical with think\$3 with apprais\$3	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:54

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S19	0	"WGCTA"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:54
S20	46	"WPQ"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 18:56
S21	230	"MPQ"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 19:30
S22	287	pfenninger.in.	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 19:31
S23	7	S22 and "434"/\$.cls.	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 19:55
S24	30	"myers briggs type indicator"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 20:04
S25	83	myers adj briggs	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 20:05

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S26	53	S25 not S24	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 20:14
S27	19	"keirsej temperament sorter"	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 20:16
S28	8	(US-20020045154-\$ or US-20020055867-\$ or US-20040219493-\$ or US-20070033084-\$ or US-20050111704-\$ or US-20060263753-\$).did. or (US-6159015-\$ or US-6767213-\$). did.	US-PGPUB; USPAT	OR	ON	2007/04/17 20:29
S29	0	("2007/0033084").URPN.	USPAT	OR	ON	2007/04/17 20:29
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S31	0	("2005/0111704").URPN.	USPAT	OR	ON	2007/04/17 20:29
S32	2	("2004/0219493").URPN.	USPAT	OR	ON	2007/04/17 20:29
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S35	0	("2002/0055867").URPN.	USPAT	OR	ON	2007/04/17 20:39
S36	5	("2002/0045154").URPN.	USPAT	OR	ON	2007/04/17 20:40

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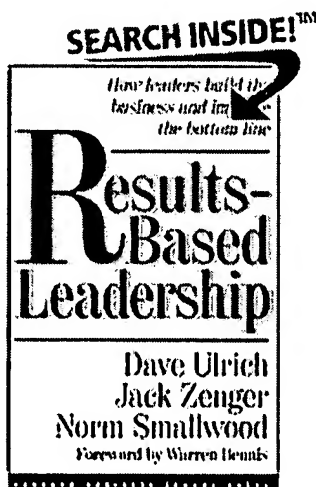
S37	12	("20020072040"   "20020076678"   "20020198765"   "5326270"   "5909669"   "5911581"   "6007340"   "6030226"   "6112049"   "6164975"   "6361326").PN. OR ("6767213").URPN.	US-PGPUB; USPAT; USOCR	OR	ON	2007/04/17 20:47
S38	324	leadership with (training or development or potential or aptitude or education or ability)	US-PGPUB; USPAT; USOCR	OR	ON	2007/04/17 20:48
S39	35942	(manag\$3 or management or managerial) with (training or development or potential or aptitude or education or ability)	US-PGPUB; USPAT; USOCR	OR	ON	2007/04/17 20:49
S40	2511	(manag\$3 or management or managerial) adj (training or development or potential or aptitude or education or ability)	US-PGPUB; USPAT; USOCR	OR	ON	2007/04/17 20:50
S41	1266	(management or managerial) adj (training or development or potential or aptitude or education or ability)	US-PGPUB; USPAT; USOCR; FPRS; EPO; JPO; DERWENT; IBM_TDB	OR	ON	2007/04/17 20:50

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## Editorial Reviews

### Amazon.com

It's possible to look like a leader, say all the right things to shareholders, make employees feel still not produce the sorts of results everyone expects and wants from your company. A previous called this winning the battle but losing the war.

Directing employees is harder than it looks, since past performance isn't really an indication of future. As the authors say, "The half-life of knowledge grows ever shorter in most professions, performers to unlearn what they know and do."

The authors--a university professor and two heads of consulting firms--divide leadership priorities among employees, organization, customers, and investors. A company head generally has to focus on other three, but can't get away with ignoring any of them for very long. They explain each of them, for example, that keeping employees committed and productive means "mass customization of individual employees' needs while keeping everyone working toward the same goal. That customization pays off in the retention of valuable human assets that would otherwise take their training, experience, and creativity to other companies, possibly competitors.

People who already have leadership positions in their companies can certainly find a lot of information in this book may be even more valuable to those who want to move into management roles. It certainly lives up to its name. --*Lou Schuler*

### From Library Journal

The authors argue that most business leaders lack insight when responding to the simple question "What's the best way to do it?" Usually, the response focuses on the company's product affiliation, for example "We're good at X." The authors, a business educator and two company directors, draw on their knowledge of the work of other business leaders and illustrate with specific strategies and charts how to address specific areas: employees, the organization, its customers, and its investors. Here we also learn about the attributes of successful companies, information that readers can use as a guide to hone their own. The section offers additional readings. Recommended for specialized business collections, company libraries, managers, and human resource people. (Index not seen.) ABellinda Wise, Nassau Community College Copyright 1999 Reed Business Information, Inc.

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## Product Details

**Hardcover:** 234 pages

**Publisher:** Harvard Business School Press; 1st edition (April 15, 1999)



**Language:** English

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**Product Dimensions:** 9.5 x 6.4 x 1 inches

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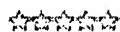
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☆☆☆☆ **Simplistic argument; useful tables**, December 7, 1999

Reviewer: **Bill Godfrey** (Mt Stuart, TAS Australia) - [See all my reviews](#)

REAL NAME

Working with other co-authors, Ulrich has produced a book that is rich in tables that bring to managerial or leadership attention, identify the key points for attention and suggest measure content is particularly new or surprising and there are some notable gaps (see below), but the getting for the frameworks, tables, figures and 'instruments' alone. The authors have worked that is thoroughly user friendly without being simplistic, and they have succeeded well. It is in my taste and it definitely belongs to the world we are leaving rather than the world to which

I have three criticisms.

There is a strong whiff of setting up a 'straw man' so that they can knock it down while build any sense that other writers have unduly neglected results in writing about leadership attribution insistence on that alleged failure gets a bit tedious. A related aspect of the same issue is that as good at marketing gimmickry as it is at building tables and figures. "Leadership" and "results" known selling power and they are used to the point of distraction. For this reader, the result is a bit of a shadow over the authority of the work as a whole and contributes to the excessive glorification of all success that seems to be endemic at present.

Much more important is a major gap in the range of leadership concerns covered. They devote major groups of stakeholders: employees, the organisation, customers and investors. There is no mention of society, the community or the environment as stakeholders, yet any substantial organisation group of stakeholders at their peril.

Similarly there is little direct mention of other critically important areas for leadership attention: nurturing the supply chain, or in managing the technologically driven step changes so well described in *Alchemy of Growth*. While there is some brief discussion of alternative processes for developing leadership role of developing strategic direction is also treated very cursorily.

The third criticism is more subtle. Concern with results necessarily means concern with measures. The authors in general deal quite well with the issue of establishing measures of results across the four chosen groups of stakeholders and recognise the importance of qualitative measures. I think they should have given more attention to the associated risk of giving inadequate

that are hard to measure just because measurement is difficult. One of the great societal qu how we value things - like the environment and community harmony - that can not easily be money. Defining and measuring balanced results is getting much harder, not easier, whether organisational level. It involves wisdom, not just skill, and any book that seeks to relate lead directly recognise that and directly address it.

So what you have is a book that solves the problems of the 80's and 90's rather than one th concerns of the next century. But within its own framework, the book does quite a good job.

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3 of 3 people found the following review helpful:

★★★★★ **One of the best books on leadership & implementation...**, June 8, 2003

Reviewer: **The Master of Disaster "Distressed Debt For Control Investor"** (New York C Together with Kotter's "Leading Change" and Fogg's "Implementing Your Strategic Plan," this ever written on leadership and strategy implementation. Contrary to what an earlier reviewe mention's Enron on two pages (out of 234). And, in each instance, is very specific about wha ill-fated company (this book is far from a "cheerleading session" for Enron). Instead, the boo of leadership and strategy implementation. As a strategy consultant, I find myself recommer again and again. I believe it should be a part of any serious manager's business library -- pa manager. Overall grade: A/A+.

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## Customer Reviews

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★★★★★ **Classic on leading to get results**, April 13, 2007

Reviewer: **Rolf Dobelli** (Luzern Switzerland) - [See all my reviews](#)

TOP 50 REVIEWER REAL NAME™

Dave Ulrich, Jack Zenger and Norm Smallwood's book is really a broadside against the "cult much of the current thinking about what makes leaders great. Amazingly, even in the pragm personality attributes - such as the "vision thing" - often dominate conversations about what great leader. But great leaders are great because they achieve great results. The authors see recognizes the importance of both strong executive skills and bottom-line success. They prov and exercises. We strongly recommend this book to managers and aspiring leaders who are approach.

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1 of 1 people found the following review helpful:

★★★★★ **At last, a leadership book that talks about results!**, April 4, 2005

Reviewer: **therosen "therosen"** (New York, NY United States) - [See all my reviews](#)

TOP 1000 REVIEWER

Many leadership books today trumpet two-minute techniques, fads, and processes to do everything. Ulrich, Zenger and Smallwood describe how the "attributes" that other management books focus on are attached to one of four types of results: Employee, Customer, Organization or Shareholder.

Beyond stating the obvious, they also go into depth on identifying the attributes that really matter and just sound right. They then delve into what it means to be a results focused leader, and a leader of leaders.

Although the book is only five years old, some of the examples (Enron and Lucent) may seem to have fallen out of favor. Since it was written in 1999, that is forgivable. The key ideas and concepts are timeless. This is a worthy addition to any leadership library or reading list.

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1 of 19 people found the following review helpful:

★★★★★ **A "leadership" book that trumpets Enron**, September 25, 2002

Reviewer: **A reader**

... Spare yourself [the money] and go to talk to the manager of your local Denny's restaurant for

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62 of 63 people found the following review helpful:

★★★★★ **"Leadership is all about results."**, August 8, 2001

Reviewer: **Turgay BUGDACIGIL** (Istanbul, Turkey) - [See all my reviews](#)

TOP 500 REVIEWER

"The quest to become a more effective leader will neither begin nor end with this work. How to think about and become a better leader. It is faddish to think of leaders as people who merely emanate character. While agreeing with this perspective, we believe that it falls short of assumptions. Leaders do much more than demonstrate attributes. Effective leaders get results. This book is a search for effective leadership by connecting attributes to results...By so doing, this book marks the next generation of leadership thinking. This does not mean less attention to the leader's making sure that leaders understand and commit to the results they must produce-and how to do it (p. 23).

In this context, D.Ulrich, J.Zenger, and N.Smallwood suggest the following fourteen specific actions that can help leaders make results a major part of their leadership equation, at whatever level in the company:

1. Begin with an absolute focus on results.
2. Take complete and personal responsibility for your group's results.
3. Clearly and specifically communicate expectations and targets to the people in your group.

4. Determine what you need to do personally to improve your results.
5. Use results as the litmus test for continuing or implementing leadership practice.
6. Engage in developmental activities and opportunities that will help you produce better results.
7. Know and use every group member's capabilities to the fullest and provide everyone with opportunities.
8. Experiment and innovate in every realm under your influence, looking constantly for new performance.
9. Measure the right standards and increase the rigor with which you measure them.
10. Constantly take action; results won't improve without it.
11. Increase the pace or tempo of your group.
12. Seek feedback from others in the organization about ways you and your group can improve.
13. Ensure that your subordinates and colleagues perceive that your motivation for being a leader is for positive results, not personal or political gain.
14. Model the methods and strive for the results you want your group to use and attain.

Ulrich, Zenger, and Smallwood argue that these suggestions which may be implemented right away by anyone occupying any position, will modify behavior and improve performance- all without a month's expenditures of large sums of money.

Highly recommended.

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